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Approved For Release 2002/06/24 : CIA-RDP75B00514R000200070002-6

Adm 13.7

2071-72

17 JUL 1972

MEMORANDUM FOR: Chief, Administrative Support
Staff, DD/S&T

SUBJECT: Leadership and Executive Development

REFERENCE: Mr. Colby's 12 June 1972 Memorandum -
Same Subject

1. The senior officers in OSI use several methods for identifying individuals who have leadership potential. To OSI such leadership is in two separate areas, although there are frequent overlaps. One area involves leadership in a scientific or technical sense, the other, leadership in a managerial or supervisory sense. Once potential leaders have been identified, appropriate training and assignments are used in their development. While these efforts are oriented primarily toward identifying and developing leaders for OSI, they have produced a number of individuals who are now leaders in other elements of the DD/S&T.

2. Aside from day-to-day observations and evaluations of OSI's younger personnel, the senior office managers use several more formal methods to discover managerial and leadership potential. The first is the annual ranking of all office professionals GS-14 and below by the Career Panel. The division and staff chiefs first rank their own people at a certain grade level. Those people given higher than the average rankings are then subject to an independent review by other Panel members. Finally, at a full Panel meeting, the professional's ranking is established for that year. Because the primary purpose of this ranking exercise has to do with promotion, those with leadership potential are recognized for a very practical reason - to be promoted before their peers in the same grade level.

3. The next formal method OSI uses to recognize leadership potential and/or performance is the Quality Step Increase program. Twice a year the division and staff chiefs recommend professionals and clericals to the Career Panel for QSIs. The Panel reviews each recommendation and may make others. In both

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formal efforts then (professional ranking and OSI considerations), OSI uses a regularly scheduled and institutionalized method for recognizing and generally rewarding its future leaders. Perhaps less institutionalized are the actions of selecting candidates for senior service schools (i.e., National War College), training within the Agency or at universities, attendance at professional meetings, etc. These too require a review of our professionals by the OSI senior managers and are therefore a part of the almost continuous assessment made of Office personnel.

4. Once comers are recognized, the Office employs several methods to train its future leaders. Usually the leadership we are seeking is in a science or technology. Our aim here is to train the individual to be a superior scientific intelligence officer from a substantive view - and not necessarily a manager. OSI has sought and will continue to seek out this type of talent. Promotions have been made to GS-15 and SPS (super-grade equivalent) levels on this basis alone. The training, then, tends to be formal education in science and engineering, attendance at professional meetings and seminars, and the assignment of work which will place the individual in direct contact with scientific and technical leaders in the US. In the last case, this often comes about through employing the services of highly qualified consultants and/or managing external research projects placed with leading US research institutes and companies.

5. Potential managers are trained in a different way. While they may also be given considerable substantive training, have expert consultants, and manage external projects, they are given more formal managerial training and experiences. Early on both the potential managerial and scientific leaders may be selected for the DD/S&T Career Development Program. Later attendance at senior service schools is meant to broaden their knowledge of the problems faced by other elements of government and industry. They are placed in management courses, both in OTR and externally. They are given on-the-job managerial experience; first perhaps at a sub-branch chief level, then a

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branch chief and then on up the managerial ladder. This can also be a culling operation if a mistake is made in selection. One training area OSI perhaps has not been able to utilize enough is rotation of its future leaders into other DD/S&T and Agency components - an experience we feel would be quite valuable for these people. We would hope to do more of this in the future.

6. In selecting managers over the past few years, OSI has placed a number of unusually young (early 30s) officers in branch chief positions. In these cases they were selected generally because of their excellent scientific capabilities acquired early in their professional careers rather than for their managerial abilities which to a larger extent must be acquired by experience on the job. OSI has found that if we wait until these young people have demonstrated managerial abilities they may have lost their scientific edge, especially important for an OSI branch chief. At the higher positions, however, managerial abilities may again become more important than scientific as the spectrum of scientific fields falling within the managers purview exceeds one man's capabilities to master. He then must rely on his branch chiefs for scientific judgments while he concentrates on his broader administrative responsibilities.

7. In general then, we feel that OSI does an acceptable job in selecting, training, and promoting its future leaders. We feel much more can be done through rotation throughout the DD/S&T and CIA. This latter effort must have more than just OSI support to work however. To be done right we believe that an Agency program may be required. As a start, however, a DD/S&T/DDI program would help. In general we feel that the wider our OSI potential leaders' Agency experience the better his chances are of becoming a superior manager and intelligence officer - especially from an Agency point-of-view.

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Director of Scientific Intelligence

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